

Alberta Sport Connection

REPORT

Research and Scan Results

January 15, 2015

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Introduction

The Alberta Sport Connection (ASC), formerly the Alberta Sport, Recreation, Parks and Wildlife Foundation, is a non-profit Crown Corporation created through legislation in 1994. The ASC is dedicated to the development of sport by advocating and inspiring participation, supporting athletic excellence, and promoting partnerships.

*Going the Distance: The Alberta Sport Plan (ASP) 2014-2024*¹ was recently approved by the provincial government. Renewing the ten-year 2004 Alberta Sport Plan provided Albertans with the opportunity to shape Alberta's current and future priorities through an extensive consultation process which culminated in the ASP: 2014-24. ASC has been charged with developing an implementation plan for *Going the Distance*.

The ASC has been tasked with the following:

- Development of an implementation plan that aligns with *Going the Distance: The Alberta Sport Plan 2014-2024*
- Development of specific actions that will be accomplished in 2-5 year cycles
- Basing the plan on a funding review to ensure the specific actions are accompanied by appropriate investments
- Research trends that sport is facing locally, provincially and nationally and consider when developing the implementation plan
- Examine what is working in other jurisdictions and determine what could work best for Alberta's sport system, and
- Building in measures and indicators to ensure accountability as well as provide information that can be used to determine if the plan is meeting the needs of the Alberta sport system.

Going the Distance recognizes the important role stakeholders play in contributing to the Alberta sport system and calls on all stakeholders to work collectively to align efforts and activities to achieve the ASP vision. As was the case in the ASP renewal process, development of the implementation plan must continue to engage current and future sport stakeholders.

The Intersol Group was selected by ASC through a competitive process to undertake research on local, provincial, national and international sport systems and a scan of best practices that would inform the development of the implementation plan for the *Alberta Sport Plan*. The research and scan was undertaken by Jennifer Birch-Jones and Kasia Polanska from Intersol in November and December 2014.

This report presents the summary results of the research and scan.² First the methodology is described. The results are then presented for each of the various research topics from both the Canadian as well as the international scans, with hyperlinks provided wherever possible. Summary observations are provided after each research topic where appropriate. Earlier versions of this final report have been reviewed by ASC.

¹ Government of Alberta (2014). *Going the distance: The Alberta Sport Plan (2014-2024)*. Retrieved from: <http://www.albertasport.ca/media/332569/atpr-sport-plan-web2.pdf>.

² Additional detailed results on the Canadian and international scans are available in separate technical working documents upon request to ASC.

Methodology

Determining the Research Scope

The purpose of the research scan was to identify notable programs, strategies or initiatives in other jurisdictions for further consideration by the ASC and Task Force members when developing their implementation plan for the *Alberta Sport Plan*. Under the direction of ASC and in collaboration with the consultants assisting with the development of the implementation plan (Judy Sutcliffe and Val Sluth) and the funding framework tool (Marilyn Payne), Intersol led the identification, and prioritization of the research themes. Using a template developed by Intersol, the highest priority research topics and questions were identified by ASC and the project consultants. Through a multi-step process, the priority research topics and questions were agreed to and approved by ASC. As part of this process, it was decided that the majority of provincial sport organization (PSO) funding specific research would be completed through the funding review project.

Aligned with the system of coordinated efforts and activities as outlined in the *Alberta Sport Plan*, the priority research themes were as follows:

- 1) Coaching and Officiating Development
- 2) Volunteer / Organizational Development
- 3) Parents
- 4) Canadian Sport for Life (CS4L) / Long Term Athlete Development (LTAD) / Physical Literacy (PL) Integration in Schools
- 5) Facilities
- 6) Participation and Engagement by Under-represented Groups
- 7) Competitive Athlete Support
- 8) Sport Science
- 9) Multi-Sport Games
- 10) High Performance Programming, and
- 11) Value of Sport.

The research and scan scope was limited to and focused on six provinces in Canada that ASC selected for having both similar as well as unique characteristics relative to Alberta's sport system; British Columbia (BC), Saskatchewan (Sask.), Manitoba (Man.), Ontario (Ont.), Quebec (QC) and Nova Scotia (NS). Internationally, ASC identified the countries of the United Kingdom, (UK) Australia (Aust.) and New Zealand (NZ) upon which to focus.

Conducting the Research Scan

The research was conducted using a combination of methods:

- findings on the Canadian sport system were generated through a contact process (email and / or phone) with provincial representatives and subject matter experts (Appendix A includes a complete list of contacts who provided information for this scan)
- the results of the interviews (23) and additional email contributors (14) were supplemented by additional web-based research and reviews of any additional documents identified
- the work undertaken by the Ont. Government that was generously shared for this scan was incorporated where appropriate, and
- international programs were identified by web-based research using the scoping documents as a source of keywords.

Detailed tables were then developed for both the Cdn. and international scan results, including a general description from the web source, any additional comments garnered through personal contact, and hyperlinks

wherever available. From this “long list” ASC, in consultation with Intersol, subsequently identified “notable”³ initiatives that are featured in this report as well as the two presentations made to the ASC, Task Force members and the other project consultants the week of December 15th, 2014. As noted earlier, the complete results of the scan can be found in the two technical working documents that are available from ASC upon request.

Limitations of the Research Scan

The research scan generated a large amount of information over a short period of time. Although every effort was made to capture information accurately through the interview process, there was not sufficient time to have the interview information subsequently validated by each source. However, additional follow-up questions and further research (web-based and / or a review of a key source document) provided additional clarification and a means of partial validation for the Canadian based-research. No personal contacts were made for the web-based international scan. In addition, there may have been some information missed; if so, any such omissions are unintentional.

Notwithstanding these minor limitations, Intersol is confident that the information provided in this report provides good coverage of the research themes and will be useful in developing the implementation plan for the *Alberta Sport Plan*.

³ The definition of “notable” is an initiative that was not currently known (or well known) by ASC staff that could be further considered as a promising practice when developing the implementation plan.

Key Findings

For each of the research themes, the key findings are presented for Canadian and then international initiatives. Intersol's summary observations on the trends and / or opportunities are then provided as appropriate at the end of each research topic.

Coaching and Officiating Development

Coaching Development

The research scan identified a wide range of coach development programs available within Canada, the UK, Australia and New Zealand. Collectively, the programs target all levels of coaching – from pre-certification community level coaches up to the highest levels of international sport. Funding, training, and other types of support is available.

Canadian Initiatives

- B.C.'s [Master Learning Facilitator Exchange Program](#) - assists learning facilitators through the Coaching Association of Canada's (CAC) coach developer pathway towards obtaining their certification.
- B.C.'s [Coach Developer Conference](#) - held annually (April 24- 26 in 2015) targeting coach developers to take Core Training and attend a weekend of speakers from which to learn from.
- B.C.'s *PSO Coach Administration Day* – held annually (March 12, 2015), all PSOs are invited to send their designated coaching staff plus Executive Directors (EDs) to share best practices and hear presentations.
- Sask.'s [Aboriginal Coaches and Officials Program \(ACOP\)](#) - is committed to increasing the number of qualified Aboriginal coaches and officials in Sask. Through the ACOP, in which the cost of National Coaching Certification Programme (NCCP) and officials certification is fully covered, Sask. has trained over 2,000 coaches and 3,000 development opportunities through a Sport Canada (SC) bilateral initiated seven years ago. Of the approximate \$200K per year, \$80K is for a staff position to coordinate the ACOP and \$120K is for program grants.
- Man.'s [Special Initiatives](#) – a fund designed to support PSOs and Regional Sport Councils with hosting coaching initiatives unique to their needs, particularly those Regions outside of Winnipeg.
- Man.'s [Bingo Grant](#) – designed to provide an alternate source of funding for PSOs; bingo nights are held by the PSO from which all proceeds go to that PSO's coaching initiatives.
- QC's [Carding for Coaching](#) - A coach (in team or individual sport) who has an athlete that is carded nationally by SC on a senior team also receives a carding bursary, ranging from \$10,000 to \$20,000 per year (team or individual sport).
- **High Performance (HP) Capacity-building Initiatives** – A number of provinces, including Ont. and Man. have implemented HP capacity-building initiatives, of which HP coach employment is a key element.

International Initiatives

- [UKCC Subsidy for Coaches](#) - **sportscotland** recognised the importance of new coaches and the need for accessible, affordable coaching courses. Since 2011, new coaches can apply for up to a maximum of 50% or £150 of the course fee. Can be an individual or group enrolment (multiple registrants from one sport) but only certain sports are eligible.
- [Best Practices](#) – a variety of best practice resources developed by the Australian Sports Commission (ASC), including videos on accreditation programs, recruiting coaches, inclusive education programs, practical presenter training, building the system for development, rewards and recognition, local level support, and commercialization.

- [Community Coaching General Principles](#) – an online coaching course developed by the ASC to assist coaches to learn the basic skills of coaching. Four hours in total, the course is targeted at coaching children and is free to Australian Coaches (pre-certification). Consisting of four modules covering a range of general coaching topics including; the role and responsibilities expected of a coach, planning, safety, working with parents, communication, group management and inclusive coaching practices. There is assessment included at the end of each module.
- [Coach Programme](#) – assists NZ’s high performance (HP) coaches to develop their coaching capability and leadership, access HPNZ’s resources (people, technology, equipment), and access personal support to deal with the pressures that accompany high performance coaching. Two levels of support are provided for Perf +P and Perf P coaches.
- [Coach Accelerator Program](#) – designed for NZ’s HP coaches whose athletes win medals and who are influential leaders and strategic thinkers. Over a three year period, includes individual and group (ten residential camps) training, plus individual performance and development plans, and regular peer review.
- [Prime Minister’s Coach Scholarship Programme](#) – this NZ programme supports professional development activities. Supported activities include accreditation requirements, business coaching, mentoring, training, internships, conferences, study visits, observing key sporting events, discussions on ‘best’ practice, on-the-job shadowing, participation in peer network activities, participation in international committees or working groups, peer review of professional work, travel, accommodation, incidentals, and reimbursement for lost income.

Officiating Development

Canadian Initiatives

Although less comprehensive than the coaching development programs, all six provinces offer development programs and funds for officials. Most officiating development takes place through project / program funding to PSOs or NSOs for sport-specific development of officials. None of the six provinces have a separate provincial organization for officials but Sport Officials of Canada (SOC) is the national organization. SOC has a Long-term Officiating Development (LTOD) Working Group in place but it has not been active recently.

Notable initiatives are as follows:

- [Officials Development](#) – Sask Sport’s quite comprehensive officiating initiatives and web-based information. Sask Sport is responsible for carrying out the recommendations listed in the Provincial Officials Strategy Task Force completed in 2010 as well as providing ongoing Officials Development support to their membership. Initiatives include:
 - providing multisport training and professional development opportunities for officials in Sask.
 - developing and executing an awareness campaign around the importance of officials to sport
 - providing tools to the membership that will assist with the recruitment, retention and recognition of officials in Sask., and
 - fully funding the certification of Aboriginal officials.
- QC’s [Multi-Sport Training for Officials Education](#) - a program composed of eight modules that is open to all who wish to improve their skills as officials; it provides training to deal effectively with a variety of situations. The eight modules are:
 - 1) Stress Management
 - 2) Decision-making Process and Problem Solving
 - 3) Relationship and Intervention with Coaches
 - 4) Effective Communication
 - 5) Conflict Management and Resolution
 - 6) Preparing for a Competition Outside Region and Abroad
 - 7) The Official’s Mission and Soft Skills, and
 - 8) Managing Officials, Volunteers and Your Career.

Delivered in either English or French through an in-person workshop / module format. Currently shared by QC with other provinces and territories (P/Ts) which Sask Sport is now also offering.

- The [SCOC study](#) completed in 2013 focused on understanding factors contributing to the retention of Cdn. sport officials and has implications for the design of officiating programs, especially age and gender appropriate considerations, i.e.,
 - differential motivations for officials under the age of 20 (more extrinsically motivated – money and praise)
 - influential mentors (e.g., coaches, teachers) play a key role in recruiting younger officials into the sport officiating ranks
 - evidence of an inverse relationship between the length of time spent in officiating and the amount of support provided by officiating organizations, and
 - more research required to explore gender differences.

International Initiatives

- [Sports Officials UK Website](#) – a very comprehensive set of resources for officials which members can access for £20 a year. Resources and services include e-learning that encompasses both generic and sport specific learning ranging from one to three hour online interactive modules, as well as a psychometric profiling tool with a triangulated approach. Accreditation services range from access to level seven master’s degree in sports officiating through Bucks University, Bespoke academies, continued professional development and lifelong learning courses, and coaching, mentoring and assessing courses.
- [Best Practices from Australian Sports Commission](#) - similar to the ASC’s coaching resource, best practices available include videos on umpire development, umpire accreditation, quality umpires, and umpires in the community.
- ASC’s [Introductory Level Officiating General Principles](#) – similar to their free online coaching training, the online officiating course has been developed to assist officials in learning the basic skills they will need to officiate effectively. The online course is initially available free of charge to Australian officials. The course contains three modules, which cover a range of general officiating topics, including ethical responsibilities of officials, preparation for officiating, safety, communication, dealing with conflict and people management. The course takes approximately four hours to complete, and there is assessment included within the course. Officials have six months to complete the course after they register.

Summary Observations

The summary observations for coaching and officiating development, are as follows:

- availability of pre-certification introductory online modules
- increasing use of multi-sport common training
- PSO (sport specific) funded, common (e.g., coaches conference) and wider range of individualized professional development opportunities
- fully subsidized certification of under-represented groups
- targeted approach based on age, gender and other known factors
- sustained programmatic but tailored approach for higher levels, e.g., NZ’s Coach Accelerator Program
- employment / development of coaches (P/T and F/T) key to HP capacity development in provinces, and
- shared peer group / mentored support at higher levels critical to development and retention.

Volunteer / Organizational Development

Canadian Initiatives

All six provinces recognize the importance of volunteers and have building volunteer capacity as a current priority. Efforts range from formal presentations and advice to Boards and staff on relevant topics, i.e., governance, risk management, financial accountability, to professional development sessions. More formal capacity building occurs through HP PSO planning initiatives, as well as Canada Games training used for the host society but as well as a legacy for use by PSOs post-Games. Man. is looking into adapting the [Club Excellence](#) national accreditation program for sports for use by their PSOs. Man. Sport has also recently completed [Imagine Canada's accreditation process](#), demonstrating capacity in five fundamental areas:

- 1) board governance
- 2) financial accountability and transparency
- 3) fundraising
- 4) staff management, and
- 5) volunteer involvement.

The [Sport Dispute Resolution Centre of Canada](#) (SDRCC) has recently teamed up with [Via Sport](#) and the [British Columbia Arbitration and Mediation Institute](#) to create a Dispute Prevention and Resolution Framework for use by the sport sector in BC. As part of this program, designed to build capacity in PSOs (volunteers and staff) and prevent or where necessary, effectively resolve, sport disputes, specific SDRCC services made available in B.C. are as follows:

- guidance and assistance in designing provincial alternate dispute resolution (ADR) framework (no cost)
- access to SDRCC education and prevention resources (no cost)
- use of professional ADR network to recruit mediators in a P/T to help with early resolution of disputes (no cost)
- delivery of dispute prevention and resolution workshops to PSOs and their members (travel costs only) and,
- SDRCC arbitration services available when the prevention and early resolution efforts failed (at cost).

Nationally, a recent capacity building project was undertaken by the Canadian Olympic Committee (COC) and Deloitte - the National Sport Federations' (NSF) *Best in Class Enhancement Initiative*. Deloitte worked with NSF leaders to conduct an assessment to identify opportunities to improve their business operations. This entailed:

- a facilitated self-assessment of the current state
- identification of their target future state, and
- development of a roadmap to address high-priority areas for improvement.⁴

Examined were six business function or process areas: 1) governance and risk; 2) strategy and planning; 3) leadership and culture; 4) people; 5) revenue generation and engagement; and 6) support services, as well as a total of 31 sub-process areas. Marketing, Partnership and Sponsorships, and Fundraising were among the three most frequently selected areas for improvement. Administrative Duties and Oversight of Sport / Technical Operations consume the most of leaders' time. Fundraising, Training and Development, and Risk Management are areas with the lowest current state ratings in all segments, i.e., NSOs did less well on. A relevant P/T finding is that NSOs feel that they need to enhance alignment with PSOs; much energy goes into NSO/PSO alignment with many challenges remaining, and there is tension in allocating resources to high-performance versus sport development.

The *Best in Class* results were also shared with the Sport Engagement and Activation Committee (SEAC) in April 2014 and some initial interest was expressed in adopting for use with PSOs. COC recently confirmed their interest in adapting this capacity-building initiative for use with P/TSOs.⁵

⁴ Deloitte (April 2014). Canadian Olympic Committee National Sport Federations Best in Class Enhancement Initiative. A presentation to the Sustained Engagement Activation Committee.

⁵ Personal correspondence on December 18, 2014 between Dale Henwood, CSI Calgary and Caroline Assalian, COC.

International Initiatives

- [TimeBank](#) – is a UK volunteer matching service where information is provided to match volunteers with various tasks and opportunities including ones in the sport sector. In addition, TimeBank provides services such as mentoring programmes, corporate volunteering support, and youth programmes. The TimeBank sport link navigates to Sport England’s volunteering site where a menu is provided to select a sport of interest. Once selected, the user is linked to that NSO’s volunteer page where more specific information is provided on volunteering opportunities, along with a contact name and information.
- [Sports Governance Principles](#) – recently developed (May 2012) by the ASC for use by their NSOs, the six major governance principles, along with more detailed commentary and guidance included in the NSO resource, are:
 - Principle 1: Board composition, roles and powers
 - Principle 2: Board processes
 - Principle 3: Governance systems
 - Principle 4: Board reporting and performance
 - Principle 5: Stakeholder relationship and reporting, and
 - Principle 6: Ethical and responsible decision-making.
- [Mandatory Sport Governance Principles](#) - these principles were drawn from the above Sports Governance Principles and introduced as part of Australia’s High Performance Strategy released in November 2012 ([Australia’s Winning Edge](#)). At that time, the ASC noted a compelling case for change in Australian sport and recognizing good governance structures significantly affects the performance of sporting organisations, the ASC introduced a sub-set of their sports governance principles for mandatory adoption by their seven core-funded sports.

Summary Observations

The summary observations for volunteer / organizational development are as follows:

- minimum organizational standards for PSOs imposed through eligibility requirements for funding
- some good innovations exist but are very targeted, e.g., Games Host Society training
- specific high performance capacity building initiatives in PSOs have been successful in other provinces
- SDRCC dispute resolution services appears to be an affordable risk-based approach to capacity building
- gap assessment needed to determine other areas of priority focus; COC – Deloitte *Best in Class* adaptation has promise
- opportunity for more formal capacity building through tailored content development, e.g., [Chartered Professional Accountants Canada’s 20 Questions Directors of NFP Organizations, Sport Law and Strategy Group](#), ASC’s Sports Governance Principles
- accreditation / quality mandatory standards is an NFP trend and could be adapted for PSOs, e.g., Club Excellence, Imagine Canada, and
- opportunity to collaborate with Volunteer Alberta on recruitment and retention, e.g., similar to the UK’s TimeBank.

Parents

ASC’s interest in this area was on parent involvement initiatives, cost of participation, education programs about the benefits of play and sport, and appropriate behaviour at sport events.

Canadian Initiatives

There was very little information available on new initiatives in these areas within Canada. Research by the Canadian Centre for Ethics in Sport (CCES) identified parental conduct as the number one threat to all that is good

in community sport.⁶ In 2000, Sport Manitoba published [A Guide for Sport Parents](#) which includes a parents' code, common problem areas for sport parents, parents' roles and responsibilities, key issues for sport parents, and keeping future options in sport development open for their children. More recently, Canadian Sport for Life (CS4L) Life developed [A Sport Parent's Guide](#) for the purpose of educating parents about CS4L and the Long-term Athlete Development (LTAD) model, as well as the role parents can play at each LTAD stage of their child's sport development. Included as an Appendix is a Parent's Code of Conduct developed by CCES from a resource manual developed for community coaches. [Respect in Sport](#) is used by a number of provinces and sports, including hockey, and has a specific program for parents. It is designed to empower parents to ensure the safety of their children, encourage positive and effective communication, and enhance their child's overall enjoyment of the activity.

Other Canadian resources aimed at appropriate parental conduct are sport-specific. Hockey Canada also has developed their [Chevrolet Safe & Fun](#) program which includes a Parents Approach Manual / Seminar, as well as their "[It's Just a Game](#)" campaign launched in 2002. BC Soccer's [Educated Parent](#) resource is an example of a sport specific resource designed to assist parents to positively support their children's development in the game of soccer.

International Initiatives

- [Parents4sport](#) – is non-profit organization in the UK that provides resources for parents on nutrition, coaching problems, facilities, funding and injuries. Created after the 2012 Olympic and Paralympic Games in London by a former UK Olympic swimmer Sharron Davies and now Mom to three aspiring athletes, the site is for parents of children involved at all levels of sport. Includes forums for sharing information between parents, asking experts and a host of other resources around the topics of family time and sport, school work/training balance, injury and recovery, sports kit and gear, nutrition, sports medicine, and sports psychology.
- [Engaging Parents in Sport](#) – this web-based portfolio is provided by Australia's Clearinghouse for Sport. Information and articles on a range of issues surrounding parental involvement in sport can be found, including parents as teachers, parents as coaches, coach-parent interaction, parental behaviour, state department of sport and recreation resources, national sporting association resources, and international practices. One of the resources is the [ASC's Code of Conduct for Junior Sport](#) which includes codes of conduct for parents, as well as players, coaches, teachers, administrators, officials, media, and spectators.

Summary Observations

The summary observations for parental involvement are as follows:

- need for a common code of conduct for children and youth sport could be explored, such as Australia's junior code of behaviour for parents, as well as players, coaches, teachers, administrators, officials, media and spectators, and
- opportunity for an online parental resource / portal, combining information of interest to parents about involving their children in sport using Canadian Sport for Life (CS4L) / Long-term Athlete Development (LTAD) model
 - best practices about good parental (and child behaviour)
 - opportunities to find out more / link to appropriate CS4L opportunity in their region, and
 - parents and expert forums to enhance learning.

CS4L/LTAD/Physical Literacy Integration in Schools

The initial areas of focus identified for the scan were notable initiatives involving the integration of physical literacy (PL) and sport activity within the school curriculum in elementary, secondary schools - PL, Fundamental Movement Skills (FMS) and Learn to Train (L2T). An additional area of interest was initiatives by provinces which entailed

⁶ Canadian Centre for Ethics in Sport (undated). Poor Parental behavior. Accessed at <http://www.cces.ca/en/poorparentalbehaviour>.

modifying their early learning or education curriculum to integrate concepts from CS4L/LTAD such as PL. The scan revealed a wide range of notable initiatives involving PL and schools.

Canadian Initiatives

- [Pacific Sport Institute of Excellence](#) - is funded for and provides [Physical Literacy programs](#) at a number of locations within Victoria, BC. PISE Institute offers fun children's programming that teaches the fundamental movement skills that develop Physical Literacy and facilitates PL / CS4L implementation in their region. PL programs include:
 - Mini Movers – Parent & Tot (ages 18 months – 3 years)
 - Active Start (ages 3-5)
 - Active Play (ages 5-7), and
 - Family Fitness.
- [After School Sport and Arts Initiative \(ASSAI\)](#) - The BC Ministry of Community, Sport and Cultural Development provides \$2M annually for students in selected communities who face barriers to participating in after school sport and arts activities. ASSAI programs aim to help students develop skills that will contribute to a healthy, expressive life through creative thinking and physical activity. At the same time, students develop confidence in their abilities and a stronger connection to their schools, classmates, program leaders and community. Starting as a three year pilot in 2010 as part of Legacies Now for students who typically faced barriers to participation in sport for financial, social, or geographical reasons, the commitment to arts programming was expanded in 2013, leading to its new name. Delivered by the Directorate of Agencies for School Health (DASH BCH) through a range of provincial and local partners, the two key funding partners are the BC Ministry of Community, Sport and Cultural Development and the Public Health Agency of Canada (PHAC). The program is being expanded to include disabled children and youth (pilot nearing completion) and for BC, is serving as a model for learning and capacity building with all PSOs trying to serve under-represented groups, i.e., program standards are key to ensure quality.
- NS has a range of school-based initiatives involving various sports. In a review of education, health and physical education, including physical literacy was identified as a priority. The physical education curriculum is currently being revamped to reflect physical literacy. Of particular interest is their [Community Sport Development Coordinator](#) (CSDC) initiative. Established in 2010 as the result of a partnership with Sport Nova Scotia (SNS), the Nova Scotia Department of Health and Wellness and SC, CSDCs now work in six regions across the province and strive to develop grassroots opportunities across in Cape Breton, Highland, Fundy, Valley, South Shore and Central regions. Each F/T person in the region is responsible for implementation of CS4L/LTAD, PL and fundamental movement, liaison with local PSOs, funding sources resource, and organizer of local and regional summits, conferences and other gatherings. There is also a central SNS webpage that people can navigate through to find out what is community sport development, what community sport development could look like in their community, stories of community sport successes, information on the benefits of sport, and CSDC contacts for each region, as well as other interesting community sport links.

International Initiatives

- [School Sport Coaching Guidance for Primary Head Teachers](#) – aimed at helping schools ensure that the use of coaches in their schools is both effective and sustainable, Sports Coach UK and their National Partners – Sport England, the Association for Physical Education (afPE), Compass, County Sports Partnership Network (CSPN) and Youth Sport Trust (YST) – have worked together to develop a Coaching in Schools Portal. The initiative is part of England's additional government funding of £150 million per annum for the academic years 2013–2014 and 2014–2015 to support primary school sport. This funding is being jointly provided by the Departments for Education; Health; and Culture, Media and Sport, and will see money going directly to primary school head teachers to spend on improving the quality of physical education and sport for all children in school. The portal allows Head teachers, physical education leads, coaches and coach deployers to gain free and instant access to the step-by-step information schools have identified as their key priorities when using a coach. The portal

includes both content and links to additional resource, e.g., posters, infographics, other websites, on thirteen sport-related topics from hiring to evaluating a school sports coach.

- [Primary School Physical Literacy Framework](#) - designed to support those working in primary schools in the UK to consider how best they can structure their physical education and school sport provision to ensure maximum opportunity is provided to develop the PL of all their pupils. The framework integrates three key elements of sport development; physical education curriculum, after schools programming, and competitive school sport.
- [Sporting Schools](#) – is a new Australian program replacing their [Active After-school Communities](#) (AASC) which after an evaluation of the ten year program identified the opportunity to deliver a more effective national junior sport participation initiative that would allow more schools to get involved and help more children develop healthy, active lifestyles. With a \$100 million investment from the Australian Government, Sporting Schools is to build on the legacy and success of the AASC programme. Sporting Schools is a part of the Australian government’s commitment to tackling increasing levels of obesity and foster a lifelong passion for sports among children and will be delivered by the ASC. The program will include sport opportunities pre-, during and after-school and will bring together schools, teachers, sporting organizations, coaches, and parents. Formal funding applications are to be launched February 2015. Sporting Schools intends to develop a national network that will link school and sport in new and innovative ways to engage with 850,000 Australian children, and encourage more of them to take part in sport-based activities. In addition, Sporting Schools will fund sporting activities in more than 5,700 schools and provide access to a range of trained community coaches. A key feature will be the use of National Sporting Organisation (NSO) endorsed sporting programs.
- [Getting Australia Moving: Establishing A Physically Literate & Active Nation \(Game Plan\)](#) - this document prepared by the University of Canberra Centre of Excellence in PL and Active Youth describes international examples of PL programs in other countries, including Canada. Ten recommendations for successful PL and activity programming are provided.
- [STARCLUB Field Officers](#) – the STARCLUB Field Officer Program is a partnership between the South Australian Office for Recreation and Sport and regional councils, health services and community organisations to develop strong recreation culture. STARCLUB Field Officers work with sport and active recreation communities and are an essential community sport and active recreation resource. STARCLUB Field Officers work with the community to:
 - develop and maintain a strong, vibrant sporting and active recreation culture
 - increase community participation in sport and active recreation
 - improve the quality of sport and active recreation opportunities, and
 - develop and maintain well managed sustainable sporting and active recreation clubs and associations.
- [Active Schools Tool Kit Resource](#) - is part of Sport NZ’s Managing Sport web-based resource. Information can be found in at least one of these formats: case studies, guidelines, programmes and projects, research, tools and resources, strategy and policy, presentations and news. The tool kit is designed to help schools develop a culture of physical activity. It: 1) offers ideas for physical activity and activity-based learning across the curriculum; 2) provides easy ways to increase physical activity in co-curriculum areas; and 3) encourages physical activity as a part of daily life in the school community. Has links to three resources:
 - 1) [ActiveMark](#) - helps schools evaluate school community planning and provide quality physical activity for children

- 2) [Get Ready and Get Started](#) - looks at the benefits of physical activity and how to introduce and maintain a culture of physical activity at schools. Includes templates for principals and management teams to make physical activity happen, and
 - 3) [Healthy Eating in Active Schools](#) - resource identifying the benefits for schools of healthy eating. Discusses ways to establish a school community that encourages healthy eating.
- [Get Set Go](#) – this NZ programme enables teachers and other deliverers to assess and teach FMS to Kiwi kids and plan relevant learning experiences appropriate to student needs. The program was developed in partnership with NZ Post and Athletics NZ. Get Set Go provides educational, developmentally appropriate fun activities that build and develop children's basic fundamental movement skills. Competency in these foundation movement skills plays a central role in healthy cognitive, social, physical, and emotional growth. Get Set Go is both a teacher / coach resource and a student programme to help children develop fundamental skills, knowledge and attitudes which influence their choices about physical activity and sport participation. Get Set Go supports teachers, coaches and parents in the assessment, planning and development of foundation skills such as balancing, running, throwing and catching, within a broad child centred framework supporting children's physical, social, emotional and cognitive development. Get Set Go aims to increase teacher's coaches and parents understanding of the critical importance of fundamental movement skills, and positive movement experiences for children.

Summary Observations

The summary observations for CS4L/LTAD/PL integration in schools are as follows:

- best practices in CS4L / PL implementation emerging from which to draw
- integrated approach to PL - during school (physical education), pre- and after school programming and competitive school sport
- CSIs / Regional Centres engaged in regional CS4L implementation, with additional support (regional coordinator / project support) driving local implementation, and
- BC's ASSAI is a best practice model for after school programming (and other programs aimed at under-represented / new target groups for PSOs).

Facilities

The areas of most interest to ASC in facilities were new funding commitments at the provincial level to develop and / or maintain sport and recreation facilities, how LTAD alignment / implementation is being used across other provinces in the allocation of facilities space / time, any facilities studies that have been done across jurisdictions, on cost, space allocation, time allocation and school use, and Infrastructure support being used by provinces to invest, develop or maintain sport and recreation facilities.

Canadian Initiatives

Unfortunately, there was not a lot of information uncovered about innovative or notable facility programming integrating CS4L / LTAD stages or principles. With the exception of QC, the other five six provinces do not engage in major facilities funding, other than for Canada Games and major Games / international event hosting, leaving it to federal and municipal jurisdictions. Notable Canadian facilities initiatives are:

- [Sask. Games Legacy Program \(SGLP\)](#) – is a new initiative to provide financial assistance to communities hosting the Sask. Games to support legacy projects that will have a positive and lasting impact within the host community. The host community is eligible for a matching grant of up to \$250,000 for:
 - *Sport Facilities*; 1) Facility construction which meets, at least, the minimum standards of the Sask. Games program and the sport(s) that will compete there during the Games.
 - 2) Facility upgrades which will meet, at least, the minimum standards of the Sask. Games program and the sport(s) that will compete there during the games. Examples - bleachers, bull pens, all weather tracks, tennis

- courts, field irrigation, fencing, goals, nets and shale. Consultation with the PSO and the Sask. Games Council on the construction of new or upgraded facilities is required to ensure minimum standards are met.
- *Major Equipment*; 1) Major sport equipment purchase or upgrades must meet the minimum standards of the Sask. Games and the sport(s) that will use the equipment during the Games. Examples - score clocks and timing systems, pads or mats, starting blocks, sound system, ice making equipment.
 - [Sport and Physical Activity Development Fund](#) – QC provides funding towards the development and maintenance of sports and recreational facilities for potential hosting events. Funding for sport and recreation infrastructure has been available since 2006. At that time, the amount available initially was \$26M but within two years, the fund quickly became fully committed. In 2008, another \$30M was added, bringing the total funding available to over \$50M. Almost all the applicants are municipalities (90%) followed by schools, with the cost-sharing being 50/50. By law, the sport infrastructure funds are protected and any unused funds can be re-profiled and used in the next year.
 - [Federation of Canadian Municipalities \(FCM\) Canadian Infrastructure Report Card \(CIRC\)](#) – as the state of sport infrastructure has not been assessed since 2006 (arenas) and 2007 (certain sport and recreation facilities), the Federal-Provincial/Territorial Sport Committee (FPTSC) Sport and Recreation Infrastructure Work Group has been working with [Canadian Parks and Recreation Association \(CPRA\)](#) over the past two years to develop a common approach to measure infrastructure needs and priorities throughout Canada. Working with FCM and the Canadian Urban Institute (CUI), their efforts have been successful in including sport and recreation facilities into the second edition of the CIRC. The second edition of the CIRC Report Card survey was launched on October 27, 2014, with sport and recreation infrastructure prominently featured. The response deadline was December 19, 2014 and the results should be available in early 2015.

International Initiatives

- [Active Places Power](#) - an interactive mapping and reporting tool for community sport development and facility planning. Created in 2004 by Sport England, Active Places Power is a website to help those involved in providing sport provision with a series of tools to guide investment decisions and develop sport provision strategies. Primarily for Local Authorities and national governing bodies of sport it can help to build an evidence base when identifying and planning where to target interventions for facilities, clubs or other activities. Active Places is essentially the brand name for a sports facility database and currently holds data on over 40,000 sites and 64,000 facilities for 14 different facility types (approximately 80% of where formal sport takes place), with each record being checked on an annual basis (counts accurate as of September 2012). The tools within the website have a range of capabilities from quick searches and simple reports to a series of push-button analytical tools that aim to make complex modelling techniques as user friendly and intuitive as possible. Each tool is supported with a guide.
- [The Sports Facility Calculator \(SFC\)](#) - is a UK planning tool which helps to estimate the amount of demand for key community sports facilities that is created by a given population. Created by Sport England to help local planning authorities quantify how much additional demand for the key community sports facilities (swimming pools, sports halls and artificial grass pitches) is generated by populations of new growth, development and regeneration areas. The SFC helps with quantifying the demand side of the facility provision equation. It helps to answer questions such as, “How much additional demand for swimming will the population of a new development area generate?”, and “What would the cost be to meet this new demand at today’s values?” The SFC is designed to estimate the needs of discrete populations for sports facilities (such as sports halls and swimming pools) created by a new community or a residential development. The SFC looks only at demand for facilities and does not take into account any existing supply of facilities. The current community facilities that the SFC can be used for are; swimming pools, sports halls, artificial grass pitches, and Indoor bowls centres. However, this will be extended to others in the future, such as indoor tennis centres.
- [Sport New Zealand Resources and Research Studies](#) - website includes documents on planning for facilities development, partnering guidelines, case studies, and facilities assessment tools, including: strategy and policy for NZ facility management, guides for clubs, sport field development options, a [territorial authority and school partnerships guide](#) (a best-practice guide for territorial authorities, schools and community

organisations/trusts interested in pursuing potential partnerships), territorial authority sport and recreation facilities decision guide, sports field demand model and toolkit, etc. The [sportville model](#) advocates for clubs and community groups to combine resources, use and maintain the same facilities, and work together to share costs, ideas and services. Backed by sound business practice and an effort to cater for all members of the community, it can result in a well-fostered club spirit, thriving amidst a variety of sport and recreation opportunities. If done well, this concept can reward clubs with increased participation and membership. Sportville success stories are provided.

- [Sports Field Demand Model and Toolkit](#) – an Excel-based tool kit to assess capacity and usage of sports fields within a given region of NZ. The toolkit provides a framework for assessing field supply and demand, shortfalls and surpluses. The model allows the development of robust strategies for managing the supply of sports fields. In addition to the current supply and demand information, predictions on future requirements for sports fields can also be made by adding population projection data. Documents and templates include: 1) [Sports field strategy guidelines](#), 2) [Sports field model: data entry template](#), 3) [Sports field model: data entry user guide](#), 4) [Sports field demand: sports club questionnaire](#), and 5) [Sports field demand: school questionnaire](#).

Summary Observations

The summary observations for facilities are as follows:

- with the exception of QC, provincial funding of sport infrastructure opportunities are tied to Games or event hosting and are legacy related (facilities and equipment)
- the recently FCM Infrastructure survey will provide more detailed information for sport and recreation facility capital planning
- demand for a facility and sport forecasting tool, e.g., UK's Active Places Power, would need to be determined as would entail a significant investment, and
- opportunity for more specialized resources / promotion of multi-sport hubs / sportville partnerships.

Participation and Engagement of Under-represented Groups

Of particular interest to ASC were new or not yet known approaches to working with a range of under-represented groups to participate at all levels of provincial sport.

Children and Youth Facing Barriers

A range of programs are available in Canada including government, corporate, and NFP initiatives and partnerships. [Kid Sport](#) is the most commonly offered program in the six provinces. Other notable initiatives include:

- [After School Sport and Arts Initiative \(ASSAI\)](#) - BC's best practice after school program targeted at children and youth facing financial, social, or geographical barriers (mentioned previously).
- [Dream Broker Program](#) - is a Sask Sport community development initiative which works to connect children and youth to sport, culture, and recreation. The program is aimed at overcoming barriers (economic, awareness, cultural and access). It aims to increase participation of children and youth in arts, sports, cultural and recreational activities that advance their life skills, enhance their sense of belonging, and foster pride in their accomplishments.

Of note internationally:

- [Play by the Rules](#) - is a unique Australian collaboration between the sport, recreation, and human rights agencies in Australia. It provides information, resources, tools, and free online training to assist administrators, coaches, officials, players and spectators in preventing and dealing with discrimination, harassment and child safety issues in sport. Covers a wide range of inclusion issues, from gender equity to LGBTQ inclusion to team selection and match fixing, and includes lots of resources, including scenarios.

Aboriginal Sport

There are many examples of programs that foster Aboriginal Sport in the six provinces included in the scan. A key characteristic of these programs is complete coverage of access, and fees for coaching and officiating certification of Aboriginal participants. See for example, Sask.'s [Aboriginal Coaches and Officials Program \(ACOP\)](#) (mentioned previously).

Of note is a new organizational model and approach taken by BC's [Aboriginal Sport, Recreation and Physical Activity Partners Council](#) (ASRPAPC), a non-profit society that is responsible for the direct delivery of the [Aboriginal Sport, Recreation and Physical Activity Strategy \(ASRPAS\)](#). Created in 2009, the ASRPAPC is comprised of three founding organizations; the First Nations Health Council (FNHC), the BC Association of Aboriginal Friendship Centres (BCAAFC) and the Métis Nation BC (MNBC), all three which signed a historic agreement to form the Aboriginal Sport, Recreation and Physical Activity Partners Council, pledging to work together and develop a multi-year implementation process.

Collectively, these organizations are the stewards of the ASRPAS, a comprehensive long-term plan designed to support a healthier future for BC's Aboriginal communities, families and individuals. Seen as critical to the success of the strategy is a community-based planning process and full-time ASRPAS regional co-ordinators facilitating the implementation of each of the six regions' plan, combined with a variety of grants to which communities can apply. In addition to the Priority Sports identified by the Regional Committees, there are Core Programs that are offered in partnership with various PSOs and Multi-Sport Organizations (MSOs). Delivered through partnerships across mainstream organizations to reduce barriers and increase participation of Aboriginal people in sport, recreation and physical activity they are; XploreSportz (6-12), Aboriginal Coach Modules, Steve Nash Youth Basketball, Equipment Grant Program, High 5, SOAR (PL - FUN-damental movement, sport discovery skills, and physical activity), IGNITE, and Run Jump Throw.

The ASRPAPC strategy is not time bound as it involves a list of core priorities. Every two to five years, the strategy will be reviewed and the activities under the core pillars and priorities will be updated. Key factors identified to date that are significant to the success of ASRPAPC are:

- multi-partner stakeholder collaboration from the start involving the widest possible number of aboriginal organizations
- regional structure (staff person in each) that allows for a regional approach to planning for both core provincial priorities plus regional-specific ones, and
- framing the funding as a whole of government response rather than specific to sport, recreation, physical activity or health.

The [Aboriginal Sport & Wellness Council of Ontario \(ASWCO\)](#) has adopted a similar approach to BC. ASWCO offers training, certification and support programs and events for Aboriginal coaches and athletes across Ontario and manages the Team Ontario entries in both the North American Indigenous Games and the National Aboriginal Hockey Championships. ASWCO is in the process of hiring six regional coordinators responsible for developing, coordinating and administering sport and recreational development programs at the regional and community level that are driven by First Nations, Inuit and Métis communities in Ontario.

At the national level, [GEN7](#) is a program of Motivate Canada that supports the personal and leadership skills development of Aboriginal youth through sport and physical activity, bolstered by a strong cultural foundation. Through regular visits and ongoing engagement with their partner communities, GEN7 Messengers—all of whom are Aboriginal athletes and role models—act as mentors to Aboriginal youth, providing them with the support, confidence and tools they need to lead activities, act as role models for others and otherwise make positive contributions to their own communities. The program also assists the development of youth-led community projects designed to increase local participation in sport and recreation. Of particular interest to Alta. is that Motivate Canada recently received additional funding from the McConnell Foundation to expand their GEN 7 program across Canada. This past year they have been focusing their efforts on BC and Ont. but in 2015 and 2016 they will be looking to extend GEN7 in Alta., Sask., and QC.

Parasport

Of interest were the various structures used to organize and support para sport in the provinces, as well as notable programming initiatives.

There are a range of structures used; some provinces have umbrella organizations that act on behalf of parasport governing bodies (BC, ON, QC). For example, the [BC Disability Sports Collective](#) is a federation of 8 provincial sport governing bodies responsible for providing competitive and recreational programs for persons with a disability. Similarly, [Parasports Quebec](#) is the provincial organization responsible for providing programs and promoting healthy living to those with disabilities at all levels of performance. SNS also noted that they have a full-time provincial-level coordinator for parasport.

At the national level, the [Canadian Paralympic Committee](#) has held several discussions amongst the Ont. parasport community regarding the development of the parasport system in Ont., CPC has developed a legacy strategy (post Pan Am and Parapan Am Games 2015) for a range of programs and funding for the next five years. The four major components are;

- 1) Participation - five initiatives associated with introducing Ontarians with a disability to parasport
- 2) Coaching and technical leadership - four initiatives designed to develop para sport coaches from the active start and fundamentals to paradevelopment coach pathways development positions as well as classification training and development
- 3) Increased awareness – five initiatives to introduce and promote parasport, and
- 4) System alignment and integration - three initiatives designed to develop leadership and capacity and evaluate results.

CPC has also had discussions with BC recently about further developing parasport.

Of note internationally are the following two initiatives:

- [Australia's Sports Ability](#) - is an inclusive games program aimed at increasing participation in sport and physical activity for people with disabilities. Sports Ability consists of three elements; adaptive equipment (sitting volleyball, boccia, goalball, table cricket and polybat), resources (in the form of activity cards), and instructional DVDs and training and support coordinated through the State and Territory Departments of Sport and Recreation (SDSR) network, some of whom have established Sports Ability 'Hubs' with providers such as universities and other community organisations.
- [Halberg Disability Sport Foundation](#) - is a comprehensive program / website that is devoted to enhancing the lives of physically disabled young people by enabling them to participate in sport and recreation. Includes funding of regional coordinators, a parasport finder, an event posting / finding service, and 'No Exceptions Training' course (two one hour workshop, incorporating practical and theory elements, teaching the core fundamentals of how to adapt and modify physical activities for teachers, teacher aides, coaches, tertiary students), etc..

Girls and Women

All six provinces provide funding and / or programming to advance girls and women in sport. Of note are:

- [PISE](#) - offers a range of programming specific to girls and women, from a girls' volleyball summer camp to a women on weights program. Of particular interest for young developing female athletes is [GIRL POWERED! \(AGES 11 – 15\)](#). Research has shown female athletes who participate in jumping and pivoting sports are two to ten times more likely to sustain a knee ligament injury, but this can be greatly reduced through correct training practices. PISE offers a program that focuses on injury prevention techniques, incorporating progressive strengthening for the core and lower extremities, plyometrics, functional movement practices and feedback-driven technique modification which have been shown to be effective in reducing injuries in young women.

- Recognized by the [Canadian Association for the Advancement of Girls and Women in Sport and Physical Activity \(CAAWS\)](#), Sask.'s [Girls in the Game](#) is a unique program that uses sport as a tool to foster leadership in young girls. Nationally recognized for its impact on the Canadian sport system, Girls in the Game has helped to get thousands of girls in the game! Programs are designed in accordance with the CS4L, working to develop skills and confidence in each participant that we work with. Programs are offered to suit the needs of participants, including:
 - non-competitive sport introduction programs
 - mom and me physical activity programs
 - school holiday and summer camps, and
 - competitive training sport programs.
- Although not specific to girls and women, BC's new grant initiative, [Try- It Days](#) is supported by the BC Ministry of Health and delivered through Via Sport. The program provides funding grants (up to \$300) for organizations, clubs and communities in British Columbia to plan a sports "try-it" day in the week leading up to and on RBC Sports Day in Canada. Try-It Day grants are open to non-profit and community sports organizations, municipalities, aboriginal bands and community associations and multi-sport and PSOs in BC.

Summary Observations

The summary observations for participation and engagement by under-represented groups are as follows:

- sustained programmatic efforts continue to be needed (funds and significant staff investment)
- best practices / program models available for girls and women, Aboriginal sport, children and youth facing barriers but building capacity for delivering quality initiatives is key, e.g., quality standards built into program, piloting before larger scale implementation – learn as you go
- BC and Ontario's' organizational models and approaches to Aboriginal sport development are promising, and
- significant new opportunities exist for parasport development partnerships with CPC, as well as Aboriginal sport development partnerships with Motivate Canada's Gen 7 initiative.

Competitive Athlete Support

Of most interest to ASC in this area were provincial, national and international initiatives supporting Train to Train (T2T), Train to Compete (T2C) and Train to Win (T2W) athletes, including provincial funding or carding programs.

Canadian Initiatives

All six provinces reviewed offer athlete assistance programs. The level of support and funding varies across these provinces, but all six support athletes below the level of SC cards. Two provincial programs stand out:

- [Quebec Excellence](#) – there are four levels of funding for carding support: excellence (nat'l/int'l), elite (Canada Games), releve (emerging CG athletes), and espoir (Quebec Games / provincial teams). SC carded athletes can have their federal carding amount topped up by Quebec between \$5-10K. Elite and elite athletes get a \$5K tax credit which can also be used by their parents as many developing athletes do not earn enough to benefit fully from the tax credit. The cost of the tax benefit for athlete support is estimated at \$6M per year (in lost tax revenues). Athletes are eligible to use the services of the Institut national du sport du Quebec free or at a discount. QC also is unique in its [Carding for Coaching](#) funding support (mentioned previously).
- Ontario's [Quest for Gold](#) (Q4G) - established in January 2006 to provide direct financial support to Ontario's high performance athletes for enhanced coaching, competitive and training opportunities. This program funds both athletes and key sport organizations which deliver HP programs and training to enhance achievement by Ontario athletes. Building on the 2010 review of the Q4G funding program, the Ont. government introduced moderate Q4G revisions in 2013-14 to better align with the programs of SC and Own the Podium (OTP). As outlined in Table 1, the revisions included:

- increased focus on 'targeted sports' defined as those sports identified by SC and OTP as having high potential to achieve podium-level (top 3) results
- implementation of a "tiered" funding structure within both the Canada Card and Ontario Card levels based on targeted/non-targeted status
- a re-allocation of the total quantity of Ontario Cards, mirroring the method used by SC, where quantities are set for a four year period based on international results, potential for future medals, OTP ranking, organizational capacity, etc. The total quantity of Ontario Cards allocated to each PSO/MSO will representatively reflect the national distribution of SC Cards, e.g., if an NSO receives 5% of all SC Cards, the corresponding Ont. PSO/MSO will receive approximately 5% of the Q4G 'Ontario Cards'.⁷

Table 1 - Ontario Quest for Gold Carding Values for 2013-2014		
Tier	Current Status	Revised Status
Tier 1: National level athletes in targeted sports	Receive 33% top-up to SC funding: <ul style="list-style-type: none"> • Development Card receives \$3,600 In QFG • Senior Card receives \$6,000 in QFG 	Will receive 42% top-up to SC funding (a 25% increase): <ul style="list-style-type: none"> • Development Card receives \$4,500 in QFG • Senior Card receives \$7,500 in QFG
Tier 2: National level athletes in non-targeted sports	Receive 33% top-up to SC funding: <ul style="list-style-type: none"> • Development Card receives \$3,600 In QFG • Senior Card receives \$6,000 in QFG 	Will continue to receive a 33% top to SC funding: <ul style="list-style-type: none"> • Development Card receives \$3,600 In QFG • Senior Card receives \$6,000 in QFG
Tier 3: Provincial level athletes in targeted sports	Ontario Card valued at \$5,300 in fiscal 2012-13	Ontario Card value for 2013-14 will decrease to \$5,300
Tier 4: Provincial level athletes in targeted sports	Ontario Card valued at \$5,300 in fiscal 2012-13	Ontario Card value for 2013-14 will decrease to \$4,500

International

There are a range of carding programs in UK, Australia and NZ at the national level (the scan did not focus further at the state or regional levels).

- UK Sport's [Athlete Personal Award \(APA\)](#) - appears to be the only carding program amongst the three countries reviewed which has a "means testing" component; any income above £65,163 (including their APA stipend) is then deducted pound for pound.
- Western Australian Institute of Sport's (WAIS) [Individual Athlete Program](#) offers funding for athletes under four categories of scholarship allocated according to an athlete's current and future forecast performance standards:
 - 1) World Class - international competitor in an individual athlete event with a current world ranking of 1-8 or a member of a national team which has a current world ranking of 1-4 and is considered capable of maintaining this level of performance
 - 2) International Class - international competitor in an individual athlete event or a member of a national team at benchmark competitions and is considered capable of retaining or progressing their level of performance
 - 3) Developing International Class - athlete with the capability to achieve at least international class athlete status within 1-3 years, and
 - 4) Potential International Class - athlete with the capability to achieve at least international class athlete status within 4-7 years.

⁷ Personal correspondence with Judy Sutcliffe, Dec. 12, 2014.

Athletes on WAIS scholarships are offered coaching, services and support to enable the athlete to undertake a program of training, preparation and competition. There are four levels of athlete scholarship, with services and benefits dependent on the type of scholarship the athlete fits. Between athletes with dedicated sports programs and individual athletes on IASP scholarships, WAIS athlete numbers can fluctuate from anywhere between 250 – 400 athletes.

Summary Observations

The summary observations for athlete support are as follows:

- significant opportunity exists to support developing athletes beyond SC carding top ups
- tiered approach to dollars (or tax credits) and services provided through CSI and regional sport development centres, and
- opportunity for greater alignment with SC and OTP approach to funding of targeted athletes / sports.

Sport Science

Canadian Initiatives

The research scan indicated that Alta. integrated support teams (IST)⁸ / sport medicine practices are consistent with what some provinces are doing. Structurally, not all six provinces reviewed fund Sport Medicine Councils, as is the case in Alberta. Nationally, OTP provides financial support for ISTs through NSOs and the network of Canadian Sport Centres which in turn collaborate with NSOs to provide integrated support team programs for training groups through a network of in-house and contracted experts.

International Initiatives

The AIS has a comprehensive set of [Sport Science and Medicine \(SS&M\)](#) services offered to carded athletes for free or at a discount (level dependent). The AIS SS&M identifies five areas of support:

- 1) Clinical Services - Medicine, Physical Therapies (includes Physiotherapy, Massage, Acupuncture and Pilates), Strength and Conditioning, and Performance Psychology
- 2) Sport Sciences – Nutrition, AIS Movement Science (Biomechanics, Performance Analysis and Skill Acquisition), Aquatic Testing, Training and Research, Physiology (incorporates Fatigue and Recovery)
- 3) Athlete and Career Education (Canberra)
- 4) Performance Research Centre - AIS Applied Sensors Unit, Sport Interface Unit, AIS Technical Laboratory, and
- 5) National Sport Science Quality Assurance program.

Nutrition services are operated through a separate AIS service.

Summary Observations

No summary observations were noted for sport science and medicine support.

⁸ ISTs “are the sport sciences, sports medicine and other team management professionals that support coaches and athletes/teams. ISTs may include a physiologist, sport psychologist, biomechanist, nutritionist, physical therapists/athletic therapist, and a physician. Additionally, a performance analyst may be part of an IST to support the use of various new innovations in video and technology for the purpose of performance enhancement.” OTP at: <http://ownthepodium.org/Initiatives/Sport-Science-Innovation.aspx>.

Multi-sport Games

Canadian Initiatives

Of priority interest to ASC was information about the diversity of Games offered amongst the provinces in general, and more specific information about the provincial Games regarding sport selection, funding structure for sports leading up to multi-sport Games, and the host grant amount.⁹

Overall there are a range of Games funded / supported through amongst the six provinces through direct funding, mission support, and / or travel:

- all six provinces participate in Canada Games, with the western provinces also participating in the Western Canada Games
- all but NS stage summer and winter provincial games which include a small number of parasports – Ont. is the only province which has a separate parasport Games
- similar to Alta., Ont. offers both a summer and winter 55+ Games, with BC, Sask. and Man. having only a single 55+ games event
- Sask. and Man. also have provincial Aboriginal Games, with Man. also having a northern Winter Games, and
- BC is the only province offering a Special Olympics event (biannually).

All five of the provinces reviewed with provincial Games have a sport selection process after each provincial Games for PSOs. Key considerations include critical mass (number of regions and participants), presence of Games in LTAD model, and use of certified coaches. In Sask., whether a sport is an inter-provincial Games sport (Western and / or Canada Games) is considered. In Ont. and QC, consideration is given as to whether the sport is a Canada Games or Olympic / Paralympic sport. The selection process often includes a review of applications by a Committee, with prioritized recommendations made on sport inclusion. In QC, these recommendations include both core and optional sports.

The funding support to PSOs provided for the provincial and / or Canada Games is now more often included as part of their annual funding through a planned submission detailing their athlete selection and team preparation requirements. With the exception of Sask. which includes provides funding to the PSO to cover the cost of walk on and competitive uniforms and some travel assistance, the funding is targeted for talent identification, team selection and athlete preparation.

The host grant amounts for the provincial Games amongst the five provinces range greatly, and include varying aspects. In BC, for example, the host grant amount is \$600K for the summer and \$525K for the winter provincial Games. In QC, the host grant amount is \$835K for the summer and \$735K for the winter provincial Games. The amount of funding provided in Sask. and Manitoba is smaller. Sask. also has its [Sask. Games Legacy Program \(SGLP\)](#) (mentioned previously) which is a matching legacy grant (\$250K). In addition, Man. provides an administration grant (\$75K), as well as a minimum subsidy per participant (\$35 per). All five of these provinces also provide additional sponsorships, donations and / or assets, and may also provide additional funding to the host organization for a variety of costs, including transportation.

It was noted that Ont.'s provincial Games program, as delivered by Sport Alliance Ontario, is currently undergoing a review, the results of which were not yet available at this time for further consideration.

One Games initiative of note was BC's [Gamestime Volunteer Training](#) which offers specialized training for Games volunteers. The Canada Winter Games (CWG) Host Society in Prince George has been working with WorldHost to create a 2.5 hour orientation for their volunteers covering CWG content plus an additional 90 minutes of customer service training. This customer service training is also being supplemented by a WorldHost training program called

⁹ More comprehensive information on P/T multi-sport Games is available through the annual survey compiled by the BC Games Society on behalf of the P/Ts (dated December 2013). See also Ontario's Jurisdictional Review of Provincial Games (Nov 27 14) Report which is based on a more detailed analysis of key aspects of the BC Games Society's survey data.

"Remarkable You" to ready the organization to be excellent hosts as well. Although outside of the Games mandate, the latter is felt to strongly support the hosting efforts.

International

Of note internationally was Sport England's [Major Events Engagement Fund](#). As a complement to Sport England's [Sport's Gold Event Series](#) (£27M annually), an international major sporting events hosting program, the Major Events Engagement Fund (£2m annually) is designed to invest in projects to strengthen and ultimately increase participation in sports by enhancing the engagement national governing bodies (NGBs) have with local communities when they are hosting major international sporting events in England. The fund is looking for projects that:

- deliver straight to the heart of the community in which the major event is being held
- will result in a sustained increase in participation and which will have a measurable impact on the NGB's strategic outcomes in relation to participation, and
- will increase engagement with the NGBs sport before, during and after the event. They need to be insight led and have measurable outcomes.

Projects are expected to include, but not be restricted to, the following areas of activity:

- increase the local capacity of the sport e.g., more coaches, pitch hours etc.
- increase the visibility of the sport and access to it in the local area
- better signposting and promotion of local opportunities to take part in the sport
- measures to unlock other local funding for sport, and
- improve the image and profile of the sport to increase its commercial viability.

Summary Observations

The summary observations for multi-sport Games are as follows:

- there are a range of ways in which to support Games, from dedicated staff and host organization funding, PSO funding for athlete and coach development, to mission staff provision and travel and uniform subsidies
- opportunity to look at provincial and Canada Games support to enhance alignment with CS4L / LTAD pathways, and
- opportunity to be more deliberate in achieving sustained local sport impacts through Games and national or international event hosting.

High Performance Programming

Although a wide ranging topic, ASC was particularly interested in opportunities for enhancement and notable HP initiatives, including support, both here in Canada and abroad.

Canadian Initiatives

- [CSI Calgary](#) Funding – the CSI “Network” consists of three (3) Canadian Sport Institutes (Pacific, Calgary and QC) and four (4) Canadian Sport Centres (Ont., Sask., Man. and Atlantic). As noted by OTP “the evolution of Canadian Sport Institutes (CSIs) into world leading organizations is a crucial element to enhance the effectiveness and performance impact of high performance sport in Canada. These sites will become the focal points for our national teams and development programs and must be solely committed to providing the support required for future success. The ability to connect national, provincial and local resources through the CSI Network provides a unique opportunity for efficiency and optimal performance outcomes.”¹⁰

The CSI Network of sport institutes and centres receive funding from a variety of sources, including SC, OTP, COC, Coaching Association of Canada, as well as provincial funding. In reviewing the amount of provincial funding to CSI Calgary, the amount is low relative to other Institutes and Centres. For example, in 2013-14, CSI Calgary received federal government funding of close to \$5M and provincial funding of just under \$160K. In

¹⁰ OTP (2014). Canadian Sport Institute Strategy. Accessed at: <http://ownthepodium.org/Initiatives/System-Excellence/Canadian-Sport-Institute-Strategy.aspx>

2014/15, the federal government funding is just under \$4M, with provincial funding of approximately \$360K. In comparison, CSI Pacific is receiving provincial funding of \$2M, and INS QC is receiving just under \$3.5M in 2014/15. Provincial funding in 2014/15 to the Centres ranges from just under \$200K in Man. and \$832K in the Atlantic to \$1.8M in Sask. and \$4.9M in Ontario (although this number may be higher as a result of the infrastructure funding associated with the hosting of the Pan Am and Para Pan Am Games).¹¹

- [OTP Partnership Enhancements](#) - as noted by OTP, the need for Canada to have a nationally coordinated framework to support the next generation of Olympic and Paralympic podium potential athletes was acknowledged in 2010 through a national consultation process. Since then, OTP has led the development of the national framework for the identification and development of Canada's next generation of podium potential athletes and teams. Viewed as one area in which Canada can make significant gains in order to sustain and enhance our performance targets, CSIs are critical to success and a key performance partner with OTP. As such, there exist opportunities to build on the existing OTP partnership with CSI Calgary focusing on the Next Generation of Athletes.

There may also be an opportunity to pilot a new OTP coaching project (HP Coach and Technical Leader Educational and Professional Development Plan) with CSI coaches.

Finally, both BC and Ont. are also moving to more align their HP funding approach with OTP priority sports and investing more substantively in the OTP matched funding partnership opportunities through the CSIs.

- [Alberta Sport Development Centres](#) – established as a network throughout the provinces by ASC to coordinate and enhance services available to Alberta's emerging athletes and coaches in rural and urban areas, there may be an opportunity for a greater role in leadership and overall direction for regional plans, along with greater alignment in the funding of regional projects with provincial priorities. Similar to recent BC and Ontario planning initiatives, any initiative would continue to respect the unique priorities of the various regions but also consider the overall alignment with provincial sport development priorities.
- **Building HP Coaching Capacity** – similar to initiatives in Man., Ont. and QC designed to build capacity through full-time coaches in targeted sports. Based on an OTP like planning, selection and monitoring process with sustained capacity building of PSOs to develop and implement HP pathway plans that includes the necessary HP coaching support and development for the Next Generation of Athletes. Ontario's and Manitoba's initiative, for example, included the use of an expert consultant(s) and professional development opportunities, plus funding of up to a F/T coach position in selected PSOs.
- **Parasport Development** – a number of [CPC](#)'s development initiatives (mentioned previously) that are being explored with Ont. and BC are aimed at strengthening para-athlete development pathways in the P/Ts.

International Initiatives

Of note internationally were a range of structures used to fund HP sport (most often at the national level). UK, Australia and NZ all have the equivalent of CSIs. Some notable characteristics / developments are:

- [UK Sport](#) - is responsible for investing around £100 million of public funds each year – from both the National Lottery and the Exchequer – in high performance sport. Using a 'No Compromise' philosophy which targets investment at those most likely to deliver medals at Olympic and Paralympic level, UK Sport works with each sport to provide the best possible support for athletes, providing everything they need from world-class coaches to cutting edge research and innovation, talent identification and Performance Lifestyle support. In addition, UK Sport delivers the [Gold Event Series](#) which is UK Sport's major events programme for the period 2013-2019, and has been developed to help NGBs attract and stage some of the most important international

¹¹ All data was from the CSI Network Yearly Government Funding Comparisons (2012/13 to 2014/15) document provided by OTP and CSI Calgary.

sporting events to the UK, following the successful hosting of the 2012 Olympic and Paralympic Games. Through the Gold Event Series, UK Sport will invest over £27m of National Lottery funding to help support the bidding and staging of major international sporting events up to 2019. A comprehensive range of new and expanded support services will also be provided to ensure that major events hosted in the UK are delivered to a world-leading standard. UK Sport's international initiative entails working with NGBs and other partner organisations to help them build positive working relationships with International Federations and other international bodies. This helps ensure Britain has a voice on the world stage by assisting with the appointment of individuals into key roles at such organisations. UK Sport's well-established International Development assistance programme is recognised worldwide. UK Sport is also the lead delivery agency for [International Inspiration](#), a project which aims to deliver on the promise made by the London 2012 bid team to 'reach young people all around the world and connect them to the inspirational power of the Games so they are inspired to choose sport'.

- [Australian Sport Institute \(AIS\)](#) – established in 1981, the AIS has been the national high performance sport agency responsible and accountable for leading the delivery of Australia's international sporting success. Working in partnership with NSOs, state institutes and academies of sport (SIS/SAS) and peak bodies (Australian Olympic Committee, Australian Paralympic Committee and Australian Commonwealth Games Association) to deliver international sporting success, the AIS launched and is now implementing [Australia's Winning Edge 2012–2022](#), a national strategy outlining ambitious international performance targets for Australia over the next decade. In order to deliver success under Australia's *Winning Edge*, sports are taking full ownership and accountability of their programs. The services AIS provides to NSOs to help achieve Winning Edge targets include;
 - 1) sharper focus on true podium potential athletes with investment, resources and support
 - 2) assistance to sports to optimise high performance planning and program delivery
 - 3) innovation and applied research for performance gain
 - 4) increased investment in coaches and high performance personnel
 - 5) talent identification and athlete pathway initiatives, and
 - 6) increased alignment and integration with our high performance sector partners.

Moving more to an OTP type model, the AIS will no longer be involved in delivering athlete scholarships programs or employing coaches— these functions have been fully transferred to NSOs. Other notable changes include:

- 1) A new national performance support approach is being implemented to tightly align AIS performance preparation, science and innovation with the pursuit of Winning Edge targets
 - 2) the AIS has increased investments in research and innovation and will play a new role to develop the best coaches and high performance leaders through the AIS Centre for Performance Coaching and Leadership, and
 - 3) [Mandatory Sport Governance Principles](#) (mentioned previously) were introduced in March 2013 by the AIS, with the top-seven funded sports required to adopt these principles to deliver a best practice administrative structure to help sport function at their peak or place their government funding at risk.
- [AIS European Training Centre](#) – the facility in Italy for Australian athletes offers sports science and sports medicine capabilities, access to the best facilities in the region, as well as athlete career and education support, all within close proximity to the vast competition opportunities that Europe offers. Available to all elite Australian athletes training or competing in Europe, the AIS European Training Centre aims to replicate the training environment of the AIS, and to provide athletes with a European “home away from home”. The centre enhances Australia's ability to maintain its competitive advantage when its athletes are training or competing overseas.

- [Western Australian Sport Institutes Restructuring](#) - following the 2012 London Olympic Games, an independent review recommended that WAIS undertake a structural change to improve coordination between the and Athlete Support Coaching departments and provide greater accountability to process and quality of planning. As part of the Winning Edge Strategy, a Performance Enhancement Division (PED) was created consisting of three Performance Enhancement Teams (PET) that split the 13 WAIS sport programs and IASP athletes into three teams. Each of the three Performance Enhancement Teams has a performance team of dedicated service providers focussed on specific clusters of athletes to increase the collaboration and efficiency of support to the central component, WAIS athletes. Each PET is managed by a director overseeing a performance team consisting of; coaching, medical, psychology, bio-mechanics, physiology, nutrition, athlete career and education and strength and conditioning. The three PET groups are clustered as follows; 1) Invasion Sports - Hockey, Netball, Water Polo, 2) Technical Sports - Athletics, Diving, Gymnastics, Swimming, and Individual Athlete Support Program, and 3) Racing Sports - Canoeing, Cycling, Rowing, Sailing.

Summary Observations

The summary observation for high performance programming are as follows:

- reflection on existing LTAD alignment to identify areas for greater effectiveness and / or efficiencies
- opportunities for enhanced athlete support below the SC carding level (as noted earlier)
- enhancements to existing CSI funding and OTP performance partnerships
- potential for a strengthened provincial leadership role and overall direction in regional sport development through the ASDCs, including shared provincial and regional-specific priorities
- building HP capacity in PSOs to support pathway development of next generation of athletes, particularly coaching support, including performance partnerships with OTP and CPC, and
- considering further the introduction of mandatory sports governance principles to deliver a best practice administrative structure to help PSOs function at their peak.

Value of Sport

Of priority interest were jurisdictional initiatives to promote the value of sport with system partners (PSOs, NSOs, MSOs) and / or government-led initiatives.

Canadian Initiatives

- [More Than a Game](#) - is a campaign sponsored and administered by Sask Sport that promotes the benefits of participating in sport. Since its inception various “Benefits of Sport” messages have been used in TV, radio, and print PSAs, along with posters and table cards for promotion at a sport’s facilities and events. The material is currently being updated with more promotional material as well as a social media component.
- [Sport Makes a Difference](#) – SNS’ “50 Reasons Why I Love Sport” and other promotional campaigns are available on their You Tube channel and distributed through other social media.
- [True Sport](#) - led by the [Canadian Centre for Ethics in Sport](#) and the [True Sport Foundation](#), is a series of programs and initiatives designed to give people, communities and organizations the means by which to leverage the many benefits of good sport from a platform of shared values and principles.
- [Sport Matters Group](#) – a voluntary group of leaders (with staff support) who have come together to talk about the important contribution that sport makes to society and to collaborate in advancing sport and public policy. SMG members include over sixty national, provincial and multisport organizations.

International Initiatives

Of note internationally is Sport England's [Value of Sport Resources](#) which contains resource documents targeted at decision-makers in the public and private sectors at national, regional and local level. For example, the Best Value of Sport resource below provides evidence of the value of sport to local authorities showing the important contribution sport can make to social and economic regeneration. It is closer to the local; authorities' community(s) and promoting the role of councils in community leadership and governance. Specific resources developed to date are as follows:

- [Best value of sport](#)
- [Delivering best value through sport](#)
- [Best value of sport: Cases](#)
- [Best value of sport: Health](#)
- [Best value of sport: Performance measurement](#)
- [Best value of sport: Regional development](#), and
- [Best value of sport to local authorities](#).

Summary Observations

The summary observation for the value of sport promotion are as follows:

- opportunity for a promotional campaign and /or resources on benefits of sport, and
- exploring further the need for an enhanced advocacy role.

Looking Ahead

The research and best scan results included in this report, along with the presentations and the two technical scan documents prepared for ASC, the Task Force members and the project consultants will hopefully be a stimulus for further discussion and consideration as the implementation plan for the *Alberta Sport Plan* is developed in the coming weeks and months.

Acknowledgement and sincere thanks are due to the many sport leaders in Canada who generously gave of their time and expertise to share their learnings for this research scan during a particularly busy time of year, as well as offering their further support to ASC in the months ahead as needed. All of the contributors to this report are included in Appendix A.

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